

ELIZABETH FRY SOCIETY OF NORTHWESTERN ONTARIO  
2021 ANNUAL REPORT

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Prepared for the  
ANNUAL GENERAL MEETING

Held on

June 16, 2022  
In person at Elevate NWO 106 Cumberland St N  
645-8:30 pm



SOCIETY

NORTHWESTERN ONTARIO



## The Elizabeth Fry Society of Northwestern Ontario

Annual General Meeting  
June 16/2022

### Agenda

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1. Welcome and call to order
2. Establish quorum
3. Approve agenda
4. Approve Minutes from AGM 2021
5. Auditors Report-MNP
6. Receive Reports
  1. Caycie Soke/Helle Moeller, President's Report
  2. Lindsay Martin-Directors Report
  3. Mary Kozorys, Coordinator's Report
  4. Mary Veltri , Coordinator of Development and Communications' Report
  5. Desiree Dumoulin-Systems Navigator Report
  6. Lived Experience Advisory Committee-Jen B/Alicia G
  7. Approval of Revised by-law, Communications Policy and Policy Manual Draft
  8. Committee Reports
    - i. Mary Veltri- *Fundraising Committee*
    - 8.1.ii. Mary Kozorys - *Housing Committeee* (discussion)
    - iii. Jean Armstrong -*Treasurer's Report/Finance Committee*
1. Appointment of Auditor 2023
2. CAEFS Board Interest
3. Election of Directors
4. Other business
5. Adjournment

# Presidents Report

Caycie Soke

This year has been one of great growth at EFSNWO. We were able to bring on a number of new employees this year and took our first foray into transitional housing. We were able to expand our employees to include three Systems Navigators as well as a Director of Operations and Systemic Advocacy. This latter role acts as a paid head of the organization and has been able to take on a number of the roles and responsibilities formerly in the sphere of the Board President. The ability to now pay a staff member on a full time basis to take on these roles is a huge step towards organizational sustainability.

We were pleased to welcome Lindsay Martin on as our new Director of Operations and Systemic Advocacy. Lindsay has a great commitment to the work we do and was an excellent candidate for the position. They have already jumped in with both feet and taken on a great deal of committee and policy work, on top of managing the existing staff and filling gaps where needed. We are thrilled to have Lindsay in this position.

Our Coordinator of Programming, Mary Kozorys, has worked tirelessly this past year assisting clients both inside and outside of the Correctional Centre. Mary's commitment to our clients and her fearless advocacy allows our clients to access many resources (such as housing, food, hygiene products and transportation) they would not otherwise have fulsome access to. We would not be as successful in our work as we are without her boundless enthusiasm and compassion.

We were sad to see Jennifer McKeown leave on parental leave in May of 2021, however, she has important and challenging work to do as a (now) parent of three. She has been instrumental in the last year and a half in increasing our financial resources, strengthening our operations and creating lasting partnerships with other community organizations and funding bodies.

However, in May of 2021, our past president and former long-time Board Member, Mary Veltri, applied and was the successful candidate in replacing Jennifer McKwoen as Coordinator of Development and Communications. Mary has been instrumental in the development of the organization during her tenure on the Board. Her impeccable ethics and strong sense of professionalism are being put to use in strengthening our organization's financial, human resources and communications practices and policies.

The Systems Navigator team has been doing an incredible amount of work in the community, supporting and assisting to house dozens of clients. The transitional house program we have established with TBDSSAB is staffed and run by the Systems Navigator team under the supervision of Lindsay. This transitional house project is a stepping stone for us to eventually purchase a house of our own to meet both programming and residency needs.

We welcomed Raija Warkentin to our Board in 2021 and said goodbye to Kate Brindley and Jamie McGinnes. Stephanie Simko is on a personal leave until further notice.

Finally, this is my last year on the Board as I am taking time away to care for my growing family as of February 2022. I have enjoyed my six years with EFSNWO and have learned so much! I will not be a stranger and can walk away knowing that our organization has done such good work in the community over the last six years and will, no doubt, continue to do so moving forward.

### Helle Møller

I stepped into the role of President of EFSNWO in February this year. I've been a Director on the board since September 2020. I echo everything in Caycie's report, and can attest to the Organization continuing to do amazing work. I am grateful to be able to work with and learn from all the wonderful people affiliated with EFSNWO in different ways.

Lindsay has brought wonderful natural leadership skills to EFSNWO as the Operational Director. They has continued to be a fearless advocate for our organization and we have continued to be thrilled having them at the helm.

Mary Kozorys has continued her tireless work as our Coordinator of Programming and has been able to resume more of the programming within the correctional center that had been closed down during COVID while continuing the outreach services and services offered in-house supported by our dedicated volunteers and systems navigators of which we now have three: Desiree Desmoulin, Jen Baxter and Alicia Gordon. They have all worked incredibly hard to support clients coming to EFSNWO and all the people who have been housed through our transitional house and beyond.

Mary Veltri's contract as our Coordinator of Development and Communications is coming to an end on June 23. It is with great sadness that we say farewell to Mary as a paid member of EFSNWO. We are delighted, however, that Mary intends to stay connected to EFSNWO as a volunteer. Mary has been instrumental in securing partnerships with a host of community organizations and funders and has secured copious amounts of funding to support the financial side of operating EFSNWO with vigour. Among the funding applications Mary has put in is one to support a new hire for the Coordinator of Development and Communications and our fingers are crossed.

It was also with sadness that we said farewell to Nicole our bookkeeper – she has been a tremendous financial support person who has been amazing in helping us keep our books and finances straight. Fortunately, we were able to hire Andrew Wehrstedt to help us continue to be on top of our finances. Andrew started on May 1<sup>st</sup>.

We welcomed four new members to the Board in April. Ashley Walters, Marlene Gammond, Gillian Whybourne and Emily Brooks and are delighted that they joined. Tara Hum is leaving the board after 7 years as a Director. We thank Tara for all the work and support she has provided the organization as a Director and not least as a secretary of the board for many years. We are also very sad to see Tara go.

# **Director's Report**

## **Lindsay Martin**

This is a year we have had a lot of changes. The Elizabeth Fry Society of NWO has had an opportunity to grow and as we grow we have reflected on how important community is. The on going commitment to the work that we do with Women, 2S, Trans, and gender diverse people in our community kept our team going through the pandemic, lockdowns, outbreaks and the opioid crisis. Despite these barriers and pressures we carried on.

This year the Society has emerged from a volunteer based working board to hiring a position for Director of Operations and Systemic Advocate. Having this position has created leadership and allowed for some of the working committees to focus more on their specific efforts while the day to day operations are being addressed.

We moved our office to an accessible location at 705 Victoria Ave in January 2021. This move has given us better access to the Courthouse and the people that we serve. We also moved the Transitional Unit from Limbrick St to 100 May St in October of 2021. This move allowed us to gain one more room to offer for transitional housing. Our Circle of Care team have been supporting the residents and working with them on their independent needs and goals We continued to keep our doors at the office open and created a safer space for community. Our care team has been trained to prioritize equity, diversity and inclusion in their service delivery. We have adjusted programming to community support and a basic needs drop-in center. During the pandemic we provided a space for people to be social, get service and support. We were a warming overflow for PACE as this year the lockdowns created less places for people living in homelessness to be.

We have prioritized housing and fundraising to work towards becoming independent housing providers. As the pandemic restrictions lifted we worked at a hybrid of on line and in person fundraising. We had a valentines dessert auction, film night and silent auction and started a 'go fund me' page all of which are gaining community traction and awareness.

On going learning is something Elizabeth Fry continues to strive towards. This year we connected with Confederation College to work with them and have Students from various programs join us on placement. This has been a great experience for both staff and the students.

The folks we serve are the greatest teachers and Elizabeth Fry Society has started and advisory committee this year. We are working on supporting each other and gathering insight into advocacy work that needs to be addressed in the correctional facilities as well as in our community. The advisory board will make suggestions to the Systemic Advocate, Staff and Board on issues they faced while incarcerated. We will create awareness campaigns beginning with Prisoners Justice Day on Aug 10<sup>th</sup>. We stand in solidarity with Indigenous lead organizations to work towards Truth and Reconciliation. Our advocacy will be directed at reducing the increasing numbers of indigenous women, 2S, trans and Gender Diverse people in prisons. There is still a lot of work to be done.

Moving into 2022 we will prioritize healing from the pandemic and opioid crisis as we leverage the strength from our community, partners, volunteers and generous donors. We will prioritize strengthening our community partnerships and focus on housing women and gender diverse people.

Advocacy and Growth will also be at the center of the coming year. We are looking forward to taking the lessons learned from the time spent in community during the crises and propel our agenda of “build communities not prisons”.

## **Systems Navigator Report**

**Desiree Dumoulin**

This year we welcomed our two newest Systems Navigators, Jen Baxter and Alicia Gordon. They have been instrumental in delivering client services at EFry. Our dedication has allowed the transitional housing to run, the services we provide to grow, and our working relationships with other services to thrive. A few things that we have done this year is a Pop-up Clinic with the TBDHU Street Nursing Team, a presentation at PACE, voter registration with Judith Monteith-Farrell, and client-made cards for incarcerated individuals on Prisoners Justice Day. I also had the opportunity to facilitate our first student placement and we are looking forward to our next student who will be starting in September.

We comprise the Circle of Care and run the EFry transitional housing program. There have been challenges that are inherent in housing the demographic we serve without 24/7 staffing. However, we monitor the cameras in the evenings. Residents can call us after-hours in the event of an urgent issue. Staff are present in the unit during the weekdays to do wellness checks and ensure that the unit is in good condition. Intakes, admissions, responses to breaches of the rules of residency, and discharging is done by me, under the supervision of Lindsay. I arrange the payment agreements through TBDSSAB and ensure they are arriving monthly. Individual service plans are completed with the residents, which they are accountable to. They are required to meet with us weekly to work on their goals. We have an ongoing waitlist that typically has six to seven individuals. We have seen an increase in referrals from other agencies leading to residency in our unit. These agencies then collaborate with us to continue support. There have been various outcomes for individuals that have been discharged from the program. Ideally, they have taken advantage of the supports offered and transition to permanent independent or supportive housing or a residential treatment program.

There are two client success stories I would like to share that occurred this year. A client who was one of the first residents we had to discharge was unfortunately living in homelessness and soon incarcerated. She was released back into street-level homelessness when she connected and moved back in. There were ongoing breaches of rules, however, we did not discharge her as we were working with her on treatment plans. The client recently left for treatment in BC and is doing well. We speak with her daily and I am the primary contact for support and future discharge planning. The client’s mother believes that she might not be alive today if we were not here to support her through her addiction. The second success story is a client who we began discharge planning with while she was incarcerated and moved into the unit soon after release. She is now expecting her first child, is employed, and is living in recovery in her own secure apartment with her partner.

The Navigators continue to run our drop-in, which includes programming and events. Doors are open for drop-in services from 11-2 every weekday. Wednesdays we host a walking group and Fridays we provide ground-level community outreach. Thursdays we host our Community Food Cupboard, distributing approx. 140 food bags per month. We recently upgraded our clothing area to racks and shelves so clients can “shop” rather than go through boxes. We continue to offer free and unlimited harm reduction supplies. Assisting our clients with basic needs supports their ability to secure and maintain housing and is a major factor in preventing entrapment in the carceral system. The Navigators also provide ID replacement, housing system navigation, referrals for mental health/addictions/health services, legal and social services, and transportation to treatment and home communities. A newer venture is that I am now offering in-person discharge planning once a week at the Correctional Centre. This year so far, we have assisted 29 clients with securing housing and 27 with treatment.

### **Co-ordinator’s Report (2021 Programme Year)**

**Mary Kozorys**

The COVID pandemic continued to present both challenges and opportunities to deliver programmes at the Thunder Bay Correctional Centre(TBCC). Institutional arrangements were made to modify in-person visits, and to expand contact via telephone. Resources were prepared and provided to the Recreation Officer to mitigate the suspension of Monday afternoon programming. In June 2021, some of the pandemic restrictions were lifted and in-person programming resumed on a limited basis for the Monday programme. By September volunteer-based programmes were permitted to resume, with staff and prisoners welcoming the weekly session of mindfulness and meditation and yoga on a limited basis.

Special programmes also resumed with some restrictions. Two sessions of Speakers School took place between October and November with twenty persons completing the six-week programme. The course continues to be a very popular activity designed to enhance communications. Unfortunately the Thunder Bay District Health Unit was unable to offer in-person training for Safe Food Handling at the TBCC, however remained hopeful that the programme could be offered by late spring of 2022.

The ongoing pandemic also revealed the ongoing need for both individual and systemic advocacy. Through systemic advocacy, the Ministry of Community Safety and Correctional Services extended its use of phone policy for prisoners. Prepaid calling cards in the amount of \$20.00 were distributed on the first of the month enabling inmates to make calls to mobile numbers which was critical since most community service providers and lawyers continued to work off-site. At the end of this reporting period, advocacy efforts continued to increase the calling card amount. The number of calls increased from other institutions where TBCC prisoners were transferred to including the Fort Frances Jail, Monteith Correctional Centre as well as the Central North facility as prisoners were frustrated with the austere conditions of confinement imposed in the name of infection control. For example one prisoner transferred to a

regional facility explained that of the 277 days she was imprisoned, on only 72 of those days was she permitted to go outdoors for fresh air.

While the pandemic presented challenges in delivering programmes and services, the opportunities far outweighed these challenges, helping to foster creative, collaborative approaches.

### **Housing Committee Report**

The Housing Committee began the year with a meeting to review the previous year's work which in part involved looking at the information compiled from the community round-table discussions held in 2020. With the information already compiled regarding identified housing needs, housing models, and potential funding sources, the Committee made the decision to move forward and engage an external consultant experienced in housing issues and development to lead Board and staff in a 'visioning' session. In August 2021, Board and staff were led by Donna Smith, Bain Smith Consulting, in an evening-long session to identify priorities, review existing resources and to consider the challenges in developing a transition home. With the information compiled from this 'visioning' session, the consultant held a further meeting with Committee members in September to determine how this information could be utilized to develop a feasibility study for this housing project. Further deliberations with the consultant led the Committee and Board to place the feasibility study on-hold due to the cost of this work. The Committee continued to research other opportunities for funding and to engage other community resources.

**Fundraising Committee Report, 2021**  
**Mary Veltri, Committee Chair**

The fundraising committee meeting was re-established in 2021 with representatives from staff, board and community volunteers. The committee works together to plan, organize and carry out fundraising activities throughout the year. We met on a monthly basis and more frequently closer to events. To date, we have held two major fundraising events. The Valentines Sweet Temptations Online Auction was held Feb.1 -12, with 35 donated baked items and 67 participants, raising \$3,300. The E Fry Film Night and Silent Auction was held during Elizabeth Fry Week on May 5, 2022, and raised approximately \$8,000 with 26 donated auction items. In addition to the auction, we screened the documentary film Conviction about women coming together to plan an alternative to prison. Approximately 120 people attended this event which also featured a tasty array of Mediterranean appetizers. We are grateful for the sponsorship provided by CopperFin Credit Union and the many volunteers who provided baking, hand crafted goods, services as well as their talent and time. Both events were hugely successful in raising money, public awareness and generating good will in the community.

**Coordinator of Development and Communication**

**2021 Annual Report**

**Mary Veltri**

**During the period, May 1, 2021 – April 31, 2022 the organization's funding sources, revenues, private donations and fundraising activities grew substantially enabling us to serve more clients, provide more programming and hire more staff.**

**Funding Proposals**

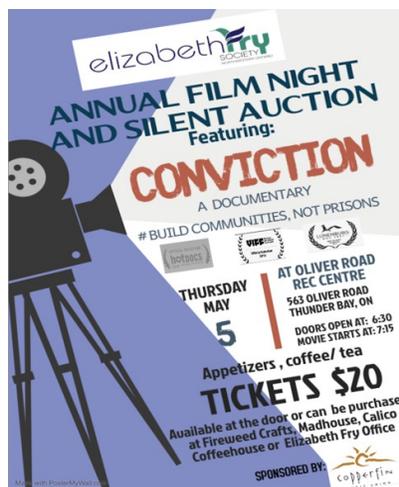
- ! Developed and submitted 16 new funding proposals, totaling approximately \$1,290,000
- ! Received approval for 13 funding proposals, one of which was submitted in the previous year, one denied and 3 awaiting decision
- ! Developed a new program funded by Ontario Trillium Foundation: Court Support Services. The Co-ordinator of this program, operating out of our new office on the fourth floor, will provide in-person and virtual support for clients facing criminal charges. She will also develop print resources and a staff manual for educational purposes.
- ! Developed and awaiting approval for another new program funded by Public Safety Canada: Record Suspensions Support. If granted, the program will begin in September

and will be funded for 3 and a half years. It is designed to promote record suspensions for women and gender diverse people in the northwest and to assist individuals throughout the lengthy process to obtain a record suspension.

- ! Increased the amount we requested and received from United Way, Ministry of Corrections, Thunder Bay District Social Services Administration Board (TBDSSAB), Project Prevent, Thunder Bay Community Foundation and Reaching Home with the result that we increased staffing hours, programming and client resources

## Donations and Fundraising

- ! Conducted 3 direct mail campaigns to solicit donations: 2 in 2021 and 1 in 2022
- ! Tracked all incoming charitable donations in a tracking document
- ! Sent charitable receipts and thank you letters in January, 2022
- ! Currently have 2 monthly donors through Canada Helps
- ! Reactivated fundraising committee with representation from board, staff and volunteers from the community
- ! Raised \$54,500 in 2021 from fundraising and private donations
- ! Held two successful fundraising events in 2022 for the building fund
- ! Valentines Sweet Temptations Auction was held Feb.1 -12, with 35 donated baked items and 67 participants, raising \$3,300
- ! E Fry Film Night and Silent Auction was held May 2022, raised approximately \$8,000 with 26 donated auction items and approximately 120 people in attendance. We are grateful for the sponsorship provided by CopperFinn Credit Union.
- ! Applied for and was granted approval for a raffle license by the City of Thunder Bay



## Communications

- ! Designed and reprinted the agency's brochure

- ! Worked with Firedog Communications to update and revamp the Elizabeth Fry website
- ! Purchased branded materials – T shirts, hoodies with logo for system navigators to wear in the community, back packs with logo for clients and lanyards with logo for staff and clients
- ! Purchased tote bags with logo for hygiene kits
- ! Business cards with logo for 4 new staff
- ! Designed two new pull up vertical banners for E Fry
- ! Prepared press release to announce grant from Ontario Trillium Foundation
- ! Conducted 3 radio interviews
- ! Posted regularly on social media accounts (Facebook followers have increased from 705 in 2020 to 1,025 currently)
- ! Participated in CAEFS social media campaign promoting human rights for prisoners
- ! Developed a Communications Strategy

## **Outreach/Engagement**

- ! Distributed letter to criminal defense lawyers advising of new office location and new services
- ! Presented at Federal Government Budget Consultation
- ! Presented at United Way sponsoring agencies meeting
- ! Attended Thunder Bay Police community safety night, featuring videos of people with lived experience on recovery drug use and sex trafficking
- ! Participated in United Way Round Table for Funded Agencies X 2
- ! Set up E Fry information table in the Thunder Bay Country Market for 4 days in December with both staff and volunteers helping out and sold decorations made by clients, art cards and brochures
- ! Set up E Fry information table at Goods and Co prior to May 5<sup>th</sup> fundraiser to sell tickets

## **Administration/Meetings/Committees**

- ! Attended monthly staff meetings (which I chaired in 2021)

- ! Attended monthly board meetings
- ! Attended bi-monthly Finance committee meetings and helped manage budgets for 12-15 projects
- ! Chaired and attended Fundraising committee meetings
- ! Chaired and attended Housing Committee meetings
- ! Attended monthly Project Prevent Advisory Committee meetings
- ! Attended monthly Thunder Bay Housing and Homelessness Coalition Meetings
- ! Had consultations and correspondence with various funding agencies/ partners (CMHC, Northern Development and Mines, TBDSSAB, Reaching Home, Canadian Association of Elizabeth Fry Societies, Copper Finn Credit Union, Regional Food Distribution Association)
- ! met with consultants re: operational review

### **Board Support and Policy Development**

- ! drafted Conflict of Interest, Code of Conduct and Communications policies
- ! helped draft occupancy agreement for transition house
- ! drafted statement of Vision, Mission and Values for our organization
- ! redrafted the E Fry By-Law to bring it in compliance with the new *Ontario Non Profit Corporations Act*
- ! Drafted job descriptions and job ads for Director of Operations and Systemic Advocate, Book keeper and Court Support Services Coordinator

### **Regional Advocacy**

- ! Conducted two inspections as a regional advocate for the Counsel of Elizabeth Fry Societies of Ontario (CEFSO) – the first in Fort Frances Correctional Centre and the second in Thunder Bay Correctional Centre. The purpose of these inspections is to identify any systemic issues and monitor the conditions of confinement, in particular any breaches of the Bangkok Rules pertaining to the treatment of women prisoners. These were followed up with formal reports to the Superintendents of each facility, the Solicitor General and to CEFSO.

### **Professional Development**

- ! participated in CAEFS conference on Human Rights in prison
- ! Organized and participated in staff training session with criminal defense lawyer on criminal procedure

- ! Organized and participated in staff training session on gender diversity and inclusion
- ! Participated in online Trauma Summit, featuring Gabor Mate, Steven Levine and other experts
- ! Webinar on Encampments
- ! Listened to Kim Pate's Podcast with former Court of Appeal Justice Harry LaForme on penal reform
- ! Attended online training on Sex Trafficking sponsored by Beendigan
- ! Attended online International Conference on Housing First
- ! WAGE Information Session

## **Partners List**

We are very grateful for the financial support we receive from our funders:

- ! **Government of Canada – Women and Gender Equality Canada**
- ! **Government of Canada - Reaching Home**
- ! **Ministry of Solicitor General and Correctional Services**
- ! **Thunder Bay Police Services – Project Prevent**
- ! **Thunder Bay United Way**
- ! **Thunder Bay Community Foundation**
- ! **Ontario Trillium Foundation**
- ! **Thunder Bay District and Social Services Administration Board – Community Homelessness Prevention Initiative**

## **In Gratitude**

**As my contract comes to an end, I would like to thank the staff, board, volunteers and members who have my job so satisfying. It has been a real honour to work for the Elizabeth Fry Society of Northwestern Ontario, knowing that we are making a significant contribution to our community and especially, to improving the lives of our clients. Chi Miigwich!**

**Elizabeth Fry Society of Northwestern Ontario  
Communications Strategy  
(Mary Veltri - June 8, 2022)**

This communications strategy is a customized plan to reach out to our organization's stakeholders—including donors, media, partners, funders, clients, staff and board—through multiple channels. It is an active and engaged practice of helping stakeholders use or act upon the information we provide.

## **Branding**

We have worked with a marketing firm to develop our logo and brand. An image of a woman with birds in flight around her, it symbolizes courage, freedom, transformation, movement, strength and optimism. It has been incorporated into our letterhead, business cards, signage, banners, brochures and assorted other swag (tote bags, pens, back packs, lanyards, T Shirts and sweatshirts). Over 1000 tote bags with our logo were distributed to users of the foodbank, smaller totes were used for our hygiene and discharge kits, T-shirts were given to board members, sweatshirts to staff for when they were out in the community and backpacks containing toiletries and extreme weather supplies were distributed to clients. The logo is on our website and social media sites as well as on any posters, reports and official documents we create. Use of this image helps identify the organization with our mission, vision and goals.

## **Our audience**

Our donor base has been established from a mix of personal and professional connections, community networks, members, volunteers and individuals who attend our events. Our clients are made up of individuals who use our services. They hear about us by word of mouth and through referrals from partner agencies. Our funders have been a mix of local and provincial foundations and organizations along with provincial government and federal government agencies and to a lesser extent corporate bodies. These sources have been secured through research and funding proposals. Our partners are agencies we collaborate with on various projects or with whom we make mutual referrals, such as the food bank, clothing distribution, system navigation, court services, corrections programs.

## **Master mailing list**

We have maintained a list of donors with addresses. We record how much they donate and when they donate. During this past year, we have begun to add email addresses to the data base. This list should include names, email addresses and postal addresses as well as date and amount of donation. The goal is to place this information in a comprehensive data base.

## **Our message**

*What we do?* The Elizabeth Fry society is a non-profit charitable organization whose mandate is to support women and gender diverse people who are involved in the criminal justice system. We provide services that help clients meet their basic needs, such as housing, income support, getting ID replacement cards, food and clothing. We provide programming that promotes pro-social behaviour, both in the correctional centre and in the community. We offer court support services to help clients navigate the criminal justice system from the time they have been charged with an offence through their court proceedings to their sentencing and reintegration into the community. As many of our clients suffer from problems related to mental health and substance use, we assist them in accessing mental health and addiction treatment services.

We operate a transition house following a harm reduction model that currently provides temporary supportive housing for 4 women and gender diverse people for up to a year. We try

to meet people where they are with a non-judgmental and compassionate attitude that respects autonomy. Our vision is to have a society where prisons are obsolete.

*What is our current goal?* Our message to funders and donors is that we need to have secure operational funding in place to guarantee continuity of programs and services to our clients and staff. By developing stable and reliable programs, we improve the quality of our services, gain greater experience and credibility to better serve our community and address the systemic issues that cause homelessness and criminalization.

Another goal is to have our own transition house which we will own to provide housing for 8 to 10 people. We are raising funds to purchase land to build such a house or to purchase a house and renovate it.

### **Working with stakeholders**

Listening is a key part of effective communication. Our communication plan incorporates stakeholder input in a variety of ways. We have a feedback survey for clients who visit our office. This consists of a short questionnaire asking clients to describe their experience of our services and to make suggestions for future services. We also have an advisory committee composed of people with lived experience that meets monthly to discuss programming and provide input to management and board. The outcomes of these two sources of input need to be summarized and communicated to the rest of the staff and board.

We have multiple opportunities to get input from our partner agencies as we sit on a number of networks where information is shared such as the Housing and Homelessness Committee, Project Prevent, United Way Round Tables and the Transitional Housing Committee.

We communicate with our donors and volunteers by email and through letter campaigns twice annually. We are also active on Facebook and Instagram.

In addition, we reach out to individual stakeholders, particularly funders, partners and corporate donors on a one-to-one basis. This is usually initiated by a phone call and letter and followed up with an in-person or zoom meeting. This includes DSSAB, United Way, Thunder Bay Corrections, LSPC, RFDA, Ontario Trillium Foundation, Copperfinn, Halfway Motors, Nurse Next Door, WAGE, Thunder Bay Community Foundation, Bay Village, Growing Season, Thunder Bay Country Market, MP's and MPP's.

### **Staff and Board**

We communicate with each other through informal and formal channels, case conferencing among staff, monthly staff meetings, board meetings with staff representations, monthly staff reports and data reports which are available online.

## **Social Media Channels**

The Elizabeth Fry NWO **website** is kept updated with current information and relevant links to the donor page. It is possible for an interested party to find out who we are, where we are located, what we do, how to contact us, our vision, mission and values, how to donate and volunteer, who are board members are and to read the annual reports. This is particularly important for funders, partners and job applicants as it the first impression of the organization.

We maintain **two Facebook accounts**, one tailored for clients and the other for the general public, to keep them informed about our activities, events and campaigns. The second FB page also posts current articles and relevant stories. We keep them updated with photos, videos and success stories. If we are in need of donated items like clothing or household furniture and supplies, a FB post will often bring in most, if not all, of our requests.

We also post on Instagram and to a lesser extent on Linked In and Twitter. The latter has fallen off since the last fundraiser left.

We also maintain a Go Fund Me page where we have a goal of raising \$500,000 for our transition house.

## **Traditional Media**

We send out press releases to announce successful grants and to report on campaigns, special events and activities. We also conduct radio and television interviews, often to promote a special event during which time we are able to discuss the organization's mandate, accomplishments and goals.

## **Letter campaigns**

We send out letters to our donors by mail and email requesting donations twice a year. In the letter, we describe our work and highlight our accomplishments and fundraising goals. We ask individuals and companies, in a direct manner, to make a financial donation, explaining how it will benefit the organization. We also ask that they consider becoming a member for a fee of \$10. The letter campaigns remain one of the more successful ways to generate revenue for the general fund and our housing fund.

## **Information Displays**

We set up information displays from time to time in various venues such as the Thunder Bay Country Market, Goods and Co, the Thunder Bay Public Libraries, the Intercity Mall and the Correctional Centre. We normally have staff and volunteers sitting at a table where we are able to put up our banners, give out brochures, a summary of our housing report or other relevant information cards we have pertaining to our work. We also display and or sell creative products made by our clients in the Correctional Centre or in our E Fry Space such as embossed copper,

pine needle baskets or painted pots with plants. This may be done in combination with a fundraising campaign or Elizabeth Fry Week.

### **Public Presentations**

We solicit opportunities, or occasionally receive invitations, to make presentations at various public consultations or to other interested audiences about our organization, the work we are doing and a specific campaign. These are ideal opportunities to reach out to potential funders and donors or to educate government officials about our concerns. These presentations can be given at pre-budget government consultations, inter-agency committee meetings, conferences, service club meetings, United Way and church groups. In a community like Thunder Bay, it is vitally important to take advantage of these opportunities and to speak with influencers who can help our cause.

### **Tactics**

- ! Post information on our website or social media channels—or on partner websites or other websites supportive of our project
- ! Ask other organizations that work with the same target audience to provide relevant information in their newsletters
- ! Mail or email strategic campaign notices or other news to the master mailing list or, targeted segments of the mailing list
- ! Make personal phone calls to targeted and influential contacts to invite them to partner, participate or collaborate in your communications efforts
- ! Make presentations to targeted audiences at organizational meetings, conferences and training sessions
- ! Place notices or ads in publications or programming serving the non-profit sector
- ! Contract with an external public relations or communications specialist, if you don't have in-house communications support

## **Elizabeth Fry Society of Northwestern Ontario**

### **By-law**

#### **Section 1 – General**

##### **1.01 Definitions**

In this by-law, unless the context otherwise requires:

- a. “Act” means the Not-for-Profit Corporations Act, 2010 (Ontario) and, where the context requires, includes the regulations made under it, as amended or re-enacted from time to time;
- b. “Board” means the board of directors of the Corporation;
- c. “By-laws” means this by-law (including the schedules to this by-law) and all other by-laws of the Corporation as amended and which are, from time to time, in force;
- d. “Chair” means the chair of the Board;
- e. “Corporation” means the corporation that has passed these by-laws under the Act or that is deemed to have passed these by-laws under the Act;
- f. “Director” means an individual occupying the position of director of the Corporation by whatever name he or she is called;
- g. “Member” means a member of the Corporation;
- h. “Members” means the collective membership of the Corporation;
- i. “Officer” means an Officer of the Corporation; and

## **1.02 Interpretation**

Other than as specified in Section 1.01, all terms contained in this By-law that are defined in the Act shall have the meanings given to such terms in the Act. Words importing the singular include the plural and vice versa, and words importing one gender include all genders.

## **1.03 Severability and Precedence**

The invalidity or unenforceability of any provision of this By-law shall not affect the validity or enforceability of the remaining provisions of this By-law. If any of the provisions contained in the by-laws are inconsistent with those contained in the Articles or the Act, the provisions contained in the Articles or the Act, as the case may be, shall prevail.

## **1.04 Execution of Contracts**

Deeds, transfers, assignments, contracts, obligations and other instruments in writing requiring execution by the Corporation may be signed by any two of its Officers or Directors or designated employees. In addition, the Board may from time to time direct the manner in which and the person by whom a particular document or type of document shall be executed. Any Director or Officer may certify a copy of any instrument, resolution, by-law or other document of the Corporation to be a true copy thereof.

## **Section 2 – Directors**

### **2.01 Election and Term**

The Directors shall be elected by the Members at the first meeting of Members and at each succeeding annual meeting. The term of office of the Directors shall be from the date of the

meeting at which they are elected or appointed until the next annual meeting or until their successors are elected or appointed.

## **2.02 Maximum Terms**

The maximum number of terms that a Director may serve is four.

## **2.03 Number of Directors**

There shall be up to 10 Directors.

## **2.04 Vacancies**

The office of a Director shall be vacated immediately:

- a. if the Director resigns office by written notice to the Corporation, which resignation shall be effective at the time it is received by the Corporation or at the time specified in the notice, whichever is later;
- b. if the Director dies or becomes bankrupt;
- c. if the Director is found to be incapable by a court or incapable of managing property under Ontario law; or
- d. if, at a meeting of the Members, the Members by ordinary resolution removes the Director before the expiration of the Director's term of office.

## **2.05 Filling Vacancies**

A vacancy on the Board shall be filled as follows, and the Director appointed or elected to fill the vacancy holds office for the remainder of the unexpired term of the Director's predecessor:

- a. if the vacancy occurs as a result of the Members removing a Director, the Members may fill the vacancy by an ordinary resolution;
- b. if there is not a quorum of Directors or there has been a failure to elect the number or minimum number of Directors set out in the articles, the Directors in office shall, without delay, call a special meeting of Members to fill the vacancy and, if they fail to call such a meeting or if there are no Directors in office, the meeting may be called by any Member; and
- c. a quorum of Directors may fill a vacancy among the Directors.

## **2.06 Committees:**

Committees may be established by the Board as follows:

- a. The Board may appoint from their number a managing Director or a committee of Directors and may delegate to the managing Director or committee any of the powers of

the Directors excepting those powers set out in the Act that are not permitted to be delegated; and

- b. Subject to the limitations on delegation set out in the Act, the Board may establish any committee it determines necessary for the execution of the Board's responsibilities. The Board shall determine the composition and terms of reference for any such committee. The Board may dissolve any committee by resolution at any time.

## **2.07 Remuneration of Directors**

No Director shall directly or indirectly receive any profit from occupying the position of Director or from providing services to the Corporation in another capacity. However, Directors may be reimbursed for reasonable expenses that they incur in either of those capacities.

## **Section 3 – Board Meetings**

### **3.01 Calling of Meetings**

Meetings of the Directors may be called by the Chair, president or any two Directors at any time and any place on notice as required by this by-law.

### **3.02 Regular Meetings**

The Board shall hold no fewer than 9 meetings annually.

### **3.03 Notice**

Notice of the time and place for the holding of a meeting of the Board shall be given in the manner provided in Section 10 of this by-law to every Director of the Corporation not less than four days before the date that the meeting is to be held. Notice of a meeting is not necessary if all of the Directors are present, and none objects to the holding of the meeting, or if those absent have waived notice or have otherwise signified their consent to the holding of such meeting. If a quorum of Directors is present, each newly elected or appointed Board may, without notice, hold its first meeting immediately following the annual meeting of the Corporation.

### **3.04 Chair**

The Chair shall preside at Board meetings. In the absence of the Chair, the Directors present shall choose one of their number to act as the Chair.

### **3.05 Voting**

Each Director has one vote. Questions arising at any Board meeting shall be decided by a majority of votes. In case of an equality of votes, the Chair shall have a second vote or casting vote.

### **3.06 Participation by Telephone or Other Communications Facilities**

If all of the Directors of the Corporation consent, a Director may participate in a meeting of the Board or of a committee of Directors by telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting. A Director participating by such means is deemed to be present at that meeting.

## **Section 4 – Financial**

### **4.01 Banking**

The Board shall by resolution from time to time designate the bank in which the money, bonds or other securities of the Corporation shall be placed for safekeeping.

### **4.02 Financial Year**

The financial year of the Corporation ends on December 31 in each year or on such other date as the Board may from time to time by resolution determine.

## **Section 5 – Officers**

### **5.01 Officers**

**The Board shall appoint from among the Directors a Chair** and may appoint any other person to be president, vice president, treasurer and secretary at its first meeting following the annual meeting of the Corporation. The office of treasurer and secretary may be held by the same person and may be known as the secretary-treasurer. The office of Chair and president may also be held by the same person. The Board may appoint such other Officers and agents as it deems necessary, and who shall have such authority and shall perform such duties as the Board may prescribe from time to time.

### **5.02 Office Held at Board's Discretion**

Any Officer shall cease to hold office upon resolution of the Board. Unless so removed, an Officer shall hold office until the earlier of:

- the Officer's successor being appointed,
- the Officer's resignation, or
- such Officer's death.

### **5.03 Duties**

Officers shall be responsible for the duties assigned to them and they may delegate to others the performance of any or all of such duties.

#### **5.04 Duties of the Chair**

The Chair shall perform the duties described in sections 3.04 and 9.05 and such other duties as may be required by law or as the Board may determine from time to time.

#### **5.05 Duties of the President**

The president shall perform the duties described in Schedule A and such other duties as may be required by law or as the Board may determine from time to time.

#### **5.06 Duties of the Vice President**

The vice president shall perform the duties of the president in the absence of the president.

#### **5.07 Duties of the Treasurer**

The treasurer shall perform the duties described in Schedule B and such other duties as may be required by law or as the Board may determine from time to time.

#### **5.08 Duties of the Secretary**

The secretary shall perform the duties described in Schedule C and such other duties as may be required by law or as the Board may determine from time to time.

### **Section 6 – Protection of Directors and Others**

#### **6.01 Protection of Directors and Officers**

No Director, Officer or committee member of the Corporation is liable for the acts, neglects or defaults of any other Director, Officer, committee member or employee of the Corporation or for joining in any receipt or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by resolution of the Board or for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the money of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person, firm or Corporation with whom or which any moneys, securities or effects shall be lodged or deposited or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of his, her or their respective office or trust provided that they have:

- a. complied with the Act and the Corporation's articles and By-laws; and
- b. exercised their powers and discharged their duties in accordance with the Act.

## Section 7 – Conflict of Interest

### 7.01 Conflict of Interest

A Director who is a party to a material contract or transaction or proposed material contract or transaction with the Corporation or is a director or officer of, or has a material interest in, any person who is a party to a material contract or transaction or proposed material contract or transaction with the Corporation shall make the disclosure required by the Act. Except as provided by the Act, no such Director shall attend any part of a meeting of Directors during which the contract or transaction is discussed or vote on any resolution to approve any such contract or transaction.

### 7.02 Charitable Corporations

No Director shall, directly or through an associate, receive a financial benefit, through a contract or otherwise, from the Corporation if it is a charitable corporation unless the provisions of the Act and the law applicable to charitable corporations are complied with.

## Section 8 – Members

### 8.01 Members

Membership in the Corporation shall consist of two classes of Members, namely, Class A Members and Class B Members. The Board may, by resolution, approve the admission of the Members of the Corporation. Members may also be admitted in such other manner as may be prescribed by the Board by resolution. The following conditions of Membership shall apply:

#### Class A Members

Class A Members shall be persons who have applied and been accepted for Class A Membership in the Corporation upon payment of an annual membership fee which may be set from time to time by the Board.

- a. The term of Membership of a Class A Member shall be one year, subject to renewal in accordance with the policies of the Corporation.
- b. As set out in the articles, each Class A Member shall be entitled to receive notice of, attend, and vote at all meetings of Members and each such Class A Member shall be entitled to one (1) vote at such meetings.

#### Class B Members

- a. Class B Members shall be open to any club, organization or society operating in Canada whose aim and objectives are deemed to be compatible with the vision of the Corporation by the board of directors and who have applied and been accepted for Class B

Membership in the Corporation upon payment of an annual membership fee which may be set from time to time by the Board.

- b. The term of Membership of a Class B Member shall be one year, subject to renewal in accordance with the policies of the Corporation.

Subject to the Act and the articles, a Class B Member shall not be entitled to receive notice of, attend, or vote at meetings of the Members of the Corporation.

## **8.02 Membership**

A Membership in the Corporation is not transferable and automatically terminates if the Member resigns or such Membership is otherwise terminated in accordance with the Act.

## **Section 9 – Members’ Meetings**

### **9.01 Annual Meeting**

The annual meeting shall be held on a day and at a place within Ontario determined by the Board. Any Member, upon request, shall be provided, not less than five business days or other number of days that may be further prescribed in regulations before the annual meeting, with a copy of the approved financial statements, auditor’s report or review engagement report and other financial information required by the By-laws or articles.

The business transacted at the annual meeting shall include:

- a. receipt of the agenda;
- b. receipt of the minutes of the previous annual and subsequent special meetings;
- c. consideration of the financial statements;
- d. report of the auditor or person who has been appointed to conduct a review engagement;
- e. reappointment or new appointment of the auditor or a person to conduct a review engagement for the coming year;
- f. election of Directors; and
- g. such other or special business as may be set out in the notice of meeting.

No other item of business shall be included on the agenda for annual meeting unless a Member’s proposal has been given to the secretary prior to the giving of notice of the annual meeting in accordance with the Act, so that such item of new business can be included in the notice of annual meeting.

### **9.02 Special Meetings**

The Directors may call a special meeting of the Members. The Board shall call a special meeting on written requisition of the Members who hold at least 10 per cent of votes that may be cast at

the meeting sought to be held within 21 days after receiving the requisition unless the Act provides otherwise.

### **9.02 Special Meetings:**

The Directors may call a special meeting of the Members. The Board shall call a special meeting on written requisition of the Members who hold at least 10 per cent of votes that may be cast at the meeting sought to be held within 21 days after receiving the requisition unless the Act provides otherwise.

### **9.03 Notice**

Subject to the Act, not less than 10 and not more than 50 days written notice of any annual or special Members' meeting shall be given in the manner specified in the Act to each Member, each Director and to the auditor or person appointed to conduct a review engagement. Notice of any meeting where special business will be transacted must contain sufficient information to permit the Members to form a reasoned judgment on the decision to be taken, and state the text of any special resolution to be submitted to the meeting.

### **9.04 Quorum**

A quorum for the transaction of business at a Members' meeting is a minimum of 5 Members entitled to vote at the meeting, whether present in person or by proxy (Section 64(1)). If a quorum is present at the opening of a meeting of the Members, the Members present may proceed with the business of the meeting, even if a quorum is not present throughout the meeting.

### **9.05 Chair of the Meeting**

The Chair shall be the chair of the Members' meeting; in the Chair's absence, the Members present at any Members' meeting shall choose another Director as chair and if no Director is present or if all of the Directors present decline to act as chair, the Members present shall choose one of their number to chair the meeting.

### **9.06 Voting of Members**

Business arising at any Members' meeting shall be decided by a majority of votes unless otherwise required by the Act or the By-law provided that:

- a. each Member shall be entitled to one vote at any meeting;
- b. votes shall be taken by a show of hands among all Members present and the chair of the meeting, if a Member, shall have a vote;
- c. an abstention shall not be considered a vote cast;
- d. before or after a show of hands has been taken on any question, the chair of the meeting may require, or any Member may demand, a written ballot. A written ballot so required or demanded shall be taken in such manner as the chair of the meeting shall direct;

- e. if there is a tie vote, the chair of the meeting shall require a written ballot, and shall not have a second or casting vote. If there is a tie vote upon written ballot, the motion is lost; and
- f. whenever a vote by show of hands is taken on a question, unless a written ballot is required or demanded, a declaration by the chair of the meeting that a resolution has been carried or lost and an entry to that effect in the minutes shall be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion.

## **9.07 Adjournments**

The Chair may, with the majority consent of any Members' meeting, adjourn the same from time to time and no notice of such adjournment need be given to the Members, unless the meeting is adjourned by one or more adjournments for an aggregate of 30 days or more. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.

## **9.08 Persons Entitled to be Present**

The only persons entitled to attend a Members' meeting are the Members, the Directors, the auditors of the Corporation (or the person who has been appointed to conduct a review engagement, if any) and others who are entitled or required under any provision of the Act or the articles to be present at the meeting. Any other person may be admitted only if invited by the Chair of the meeting or with the majority consent of the Members present at the meeting.

## **10.02 Error or Omission in Giving Notice**

The accidental omission to give any notice to any Member, Director, Officer, member of a committee of the Board or auditor or person conducting a review engagement, if any, or the non-receipt of any notice by any such person where the Corporation has provided notice in accordance with the By-laws or any error in any notice not affecting its substance shall not invalidate any action taken at any meeting to which the notice pertained or otherwise founded on such notice.

## **Section 11 – Dissolution of Corporation**

### **11.01 Distribution of Assets**

Upon dissolution of the Corporation, all of the assets and property of the Corporation, except for those described in section 11.02 of the by-law, shall be given to one or more registered charities with purposes similar to that of the Corporation.

### **11.02**

Upon dissolution of the Corporation, the assets and property of the Corporation, held or acquired from the proceeds of licensed lottery events, shall be distributed to one or more registered charities that are eligible to receive lottery proceeds in Ontario and that have purposes similar to that of the Corporation.

## Section 12 - Adoption and Amendment of By-laws

### 12.01 Amendments to By-laws

This By-law may be amended by a majority vote of the Board and the Members.

Enacted this      day of May, 2022.

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President

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Vice President

## SCHEDULE A

### Position Description of the President

#### Role Statement

The president provides leadership to the Board, ensures the integrity of the Board's process and represents the Board to outside parties. The president co-ordinates Board activities in fulfilling its governance responsibilities and facilitates co-operative relationships among Directors and between the Board and senior management, if any, of the Corporation. The president ensures the Board discusses all matters relating to the Board's mandate.

#### Responsibilities

**Agendas.** Establish agendas aligned with annual Board goals and preside over Board meetings if also holding the office of Chair. Ensure meetings are effective and efficient for the performance of governance work. Ensure that a schedule of Board meetings is prepared annually.

**Direction.** Serve as the Board's central point of communication with the senior management, if any, of the Corporation; provide guidance to senior management, if any, regarding the Board's expectations and concerns. In collaboration with senior management, develop standards for Board decision-support

packages that include formats for reporting to the Board and level of detail to be provided to ensure that management strategies and planning and performance information are appropriately presented to the Board.

**Performance Appraisal.** Lead the Board in monitoring and evaluating the performance of senior management, if any, through an annual process.

**Work Plan.** Ensure that a Board work plan is developed and implemented that includes annual goals for the Board and embraces continuous improvement.

**Representation.** Serve as the Board's primary contact with the public.

**Reporting.** Report regularly to the Board on issues relevant to its governance responsibilities.

**Board Conduct.** Set a high standard for Board conduct and enforce policies and By-laws concerning Directors' conduct.

**Mentorship.** Serve as a mentor to other Directors. Ensure that all Directors contribute fully. Address issues associated with underperformance of individual Directors.

**Succession Planning.** Ensure succession planning occurs for senior management, if any, and Board.

**Committee Membership.** Serve as Member on all Board committees.

## SCHEDULE B

### Position Description of the Treasurer

#### Role Statement

The treasurer works collaboratively with the president and senior management, if any, to support the Board in achieving its fiduciary responsibilities.

#### Responsibilities

**Custody of Funds.** The treasurer shall have the custody of the funds and securities of the Corporation and shall keep full and accurate accounts of all assets, liabilities, receipts and disbursements of the Corporation in the books belonging to the Corporation and shall deposit all monies, securities and other valuable effects in the name and to the credit of the Corporation in such chartered bank or trust company, or, in the case of securities, in such registered dealer in securities as may be designated by the Board from time to time. The treasurer shall disburse the funds of the Corporation as may be directed by proper authority taking proper vouchers for

such disbursements, and shall render to the Chair and Directors at the regular meeting of the Board, or whenever they may require it, an accounting of all the transactions and a statement of the financial position, of the Corporation. The treasurer shall also perform such other duties as may from time to time be directed by the Board.

**Board Conduct.** Maintain a high standard for Board conduct and uphold policies and By-laws regarding Directors' conduct, with particular emphasis on fiduciary responsibilities.

**Mentorship.** Serve as a mentor to other Directors.

**Financial Statement.** Present to the Members at the annual meeting as part of the annual report, the financial statement of the Corporation approved by the Board together with the report of the auditor or of the person who has conducted the review engagement, as the case may be.

## **SCHEDULE C**

### **Position Description of the Secretary**

#### **Role Statement**

The secretary works collaboratively with the president to support the Board in fulfilling its fiduciary responsibilities.

#### **Responsibilities**

**Board Conduct.** Support the president in maintaining a high standard for Board conduct and uphold policies and the By-laws regarding Directors' conduct, with particular emphasis on fiduciary responsibilities.

**Document Management.** Keep a roll of the names and addresses of the Members. Ensure the proper recording and maintenance of minutes of all meetings of the Corporation, the Board and Board committees. Attend to correspondence on behalf of the Board. Have custody of all minute books, documents, registers and the seal of the Corporation and ensure that they are maintained as required by law. Ensure that all reports are prepared and filed as required by law or requested by the Board.

**Meetings.** Give such notice as required by the By-laws of all meetings of the Corporation, the Board and Board committees. Attend all meetings of the Corporation, the Board and Board committees.

### Funding Partners

We are very grateful for our partners who provide the funds to help the Elizabeth Fry Society Northwestern Ontario support and advocate for women and gender diverse people in prison, transitioning back into the community, and those at risk of criminalization. Contributions work toward building healthy communities and reducing incarceration.



THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD



United Way  
Thunder Bay



Women and Gender  
Equality Canada

Femmes et Égalité  
des genres Canada

Ontario  
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